The History of Total Army Quality (TAQ)

1992
AR 5-1
Published

Leadership for
TOTAL ARMY QUALITY

AR 5-1

1993
"Leadership for TAQ"
Published

1995
APIC Recommended as common Army Assessment Criteria, Adopted for ACOE use

SYSTEM

GOAL

"DRIVER"

PROCESS MANAGEMENT 6.0

CUSTOMER AND MARKET FOCUS 3.0

SENIOR LEADERSHIP 1.0

HUMAN RESOURCE DEVELOPMENT & MANAGEMENT 5.0

METRIC

STRATEGIC PLANNING 2.0

BUSINESS RESULTS 7.0

INFORMATION & ANALYSIS 4.0

1988
SECDEF
Guidance

1991
DA Planning
Conference

Centralized Planning and Integrated, Decentralized Execution

HQDA

MACOM

UNIT

VISION

GOALS

PROCESSES

PROJECTS
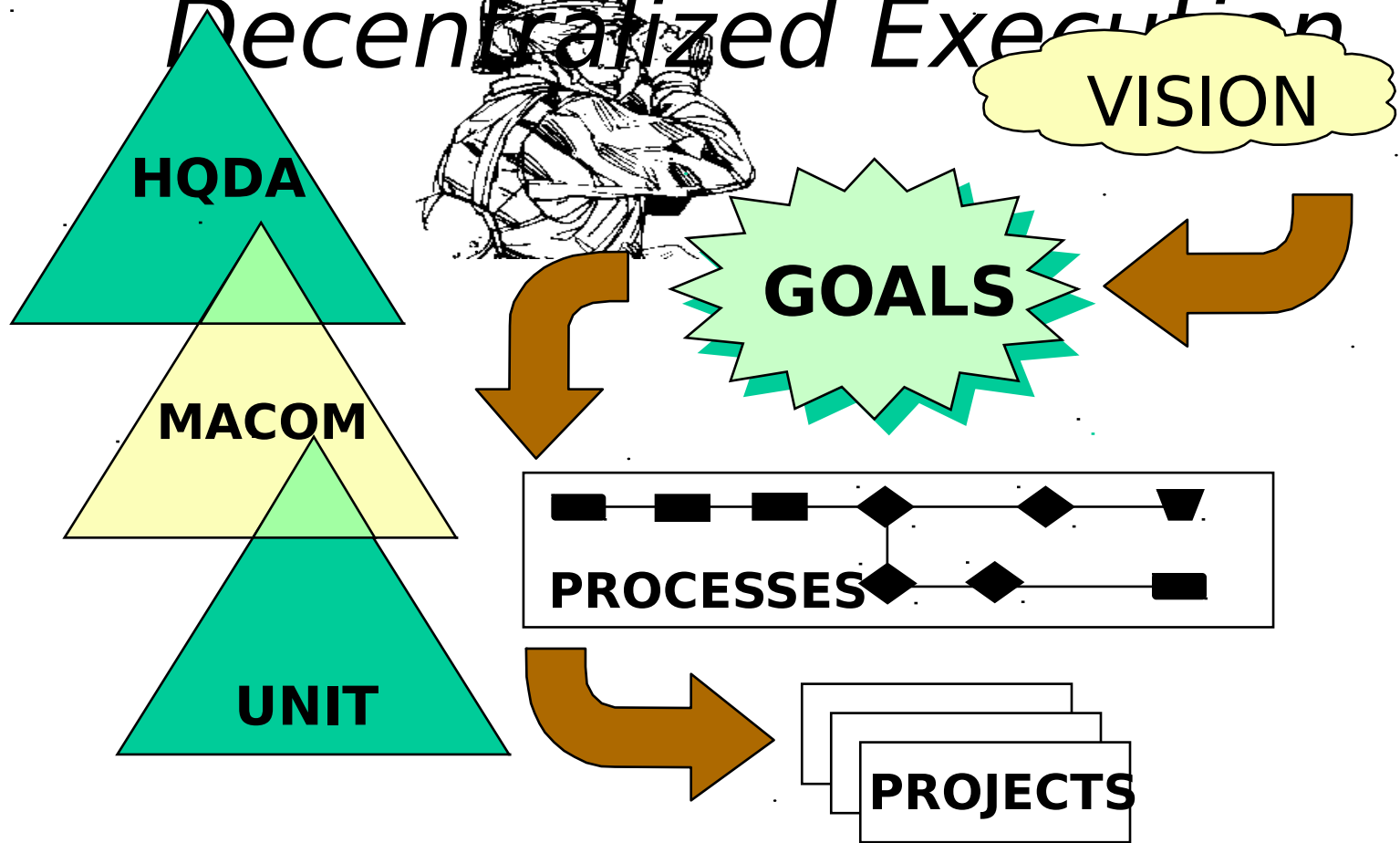
What is the Army's Management Philosophy?

"Do the right things, the right way, for the right reasons, and …to constantly strive for improvement."

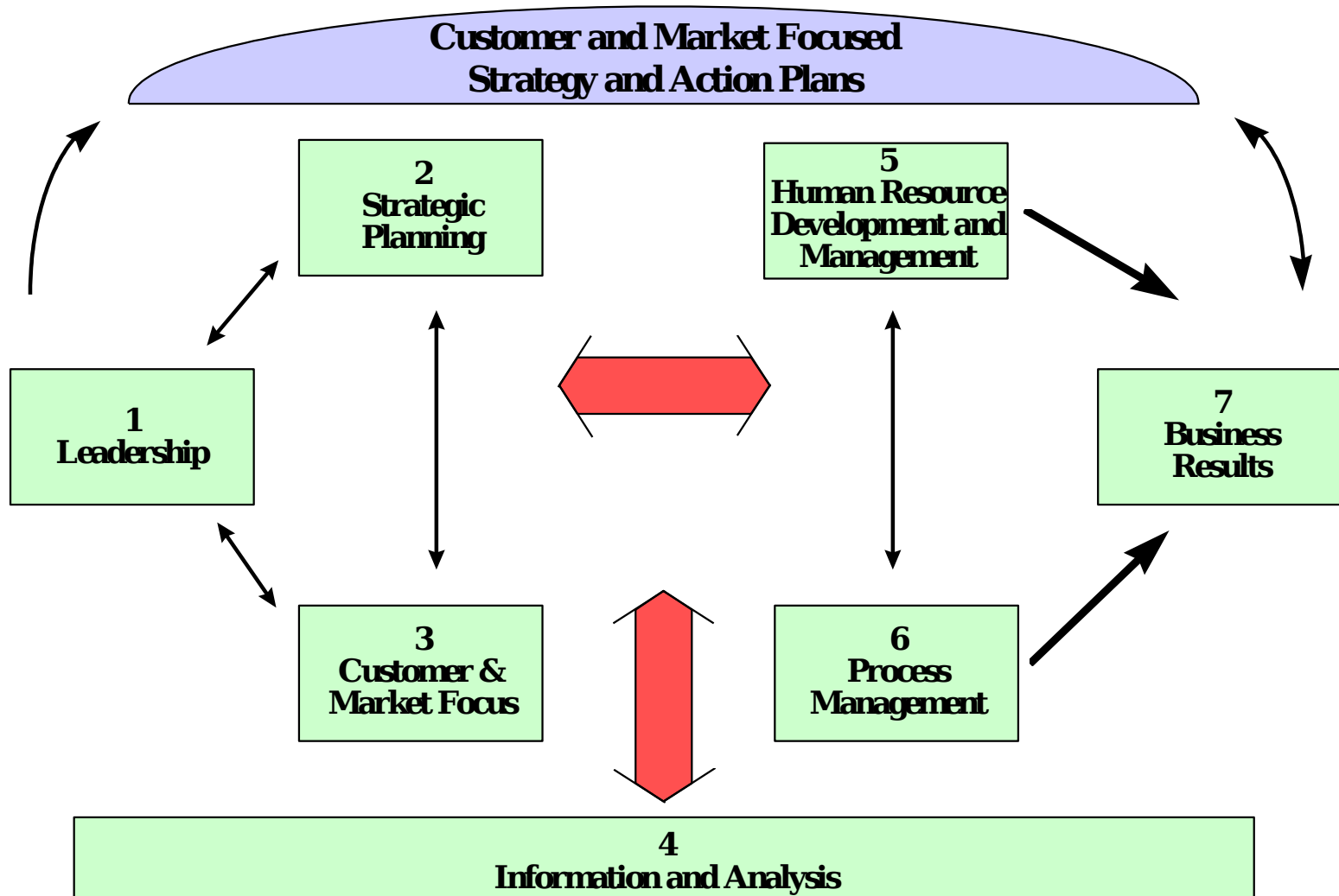**AR 5-1,** *The Army Management Philosophy*

The Value of a Common Assessment Criteria

- Derived from the Malcolm Baldrige Nationa[l] Award Criteria

- Framework for improving Army-wide organi[zational] operational performance

  - Tool for assessment, planning and trainin[g]

  - Raises performance expectations and sta[ndards]

  - Establishes a common language

Categories of the APIC

AWARD CRITERIA FRAMEWORK

A Systems Perspective

Customer and Market Focused Strategy and Action Plans

2 Strategic Planning

5 Human Resource Development and Management

1 Leadership

7 Business Results

3 Customer & Market Focus

6 Process Management

4 Information and Analysis

Cat 1.0 Leadership

- 1.1 Leadership System

- 1.2 Organization Responsibility and Citizenship

Cat 4.0 Information & Analysis

- 4.1 Selection & Use of Information & Data

- 4.2 Selection & Use of Comparative Information and Data

- 4.3 Analysis and Review of Organization Performance

Cat 2.0 Strategic Planning

- 2.1 Strategy Development

  Process
  - Strategy Development
  - Strategy Deployment

- 2.2 Organization Strategy
  - Strategy and Action Plans
  - Human Resource Plans
  - Performance Projection

Cat 5.0 Human Resource Development and Management

- 5.1 Work Systems
  - Work and Job Design
  - Compensation & Recognition

- 5.2 Employee Education, Training &

   Development

- 5.3 Employee Well-Being & Satisfaction

Cat 6.0 Process Management

- 6.1 Management of Product and Service Processes
  - Design Processes
  - Production/Delivery Processes

- 6.2 Management of Support Processes

- 6.3 Management of Supplier and Partnering Processes

Cat 7.0 Business Results

- 7.1 Customer Satisfaction Results

- 7.2 Financial and Market Results

- 7.3 Human Resource Results

- 7.4 Supplier and Partner Results

- 7.5 Organization-Specific Results

Cat 3.0 Customer & Market Focus

- 3.1 Customer & Market Knowledge

- 3.2 Customer Satisfaction and Relationship Enhancement
  - Accessibility and Complaint Management
  - Customer Satisfaction Determination

Assessment Guidelines

- **Don't charter unless committed to follow throu**
- **Create accountability for follow-up on assessme**
- **Create aim-high expectations (stretch goals)**
- **Review, recognize, encourage and celebrate pro**
  - **Provide opportunities for leaders**
- **Reinforce involvement**
  - **Links to Promotion, Privilege, Pay & Punishm**
  - **Eliminate barriers & contradictions**
- **Keep it fun, Find cause, not fault--Banish Blam**
- **Communicate, communicate, communicate**
- **Be PATIENT- build the system**

Assessment Feedback Results

- **Gaps in management system**
  - ⬜ **No Approach (missing parts)**
  - ⬜ **Deployment gap (don't use approach)**
- **Disconnects between system elements (approach should but don't work together properly)**
- **Potential improvements**
  - ⬜ **Shift from reaction to prevention**
  - ⬜ **Use facts instead of opinions**
    - ▪ **Metrics**
    - ▪ **Results**
  - ⬜ **Deploy approach**
  - ⬜ **Establish ownership of system, values & refine**

Strategic Plan Characteristics

- **Driven by customer requirements**

- **Results oriented**

- **3-5 Year time period**

- **Optimizes organizational resources**

- **Ensures that deployment will be eff**

Selecting Areas for Improvement

- Have a reasonable chance for success
- Have a quantifiable return on the time and resources invested
- Will have a visible impact on the processes of our organization
- Have the commitment of the senior leadership of the organization

Analyzing the Strategic Plan

- Who is the customer of this organization? Is the plan oriented to customer requirements?

- Do the strategic goals address specific desired results or outcomes as opposed to the processes?

- What is the time frame addressed in the Strategic Plan?

- What organizational resources are addressed in the plan?

- How would you deploy the information contained in this Strategic Plan?

Empowerment

Empowerment is the act of giving employees the authority to act on a process within an organization. With that authority is the associated responsibility and accountability.

Management cannot empower someone simply by telling them they are empowered. It must be reflected in their actions and can only be accomplished when those "empowered" have a firm understanding of the organizations

Phases of Team Interaction

- FORMING

    - STORMING

        - NORMING

            - PERFORMING

                - ADJOURNING
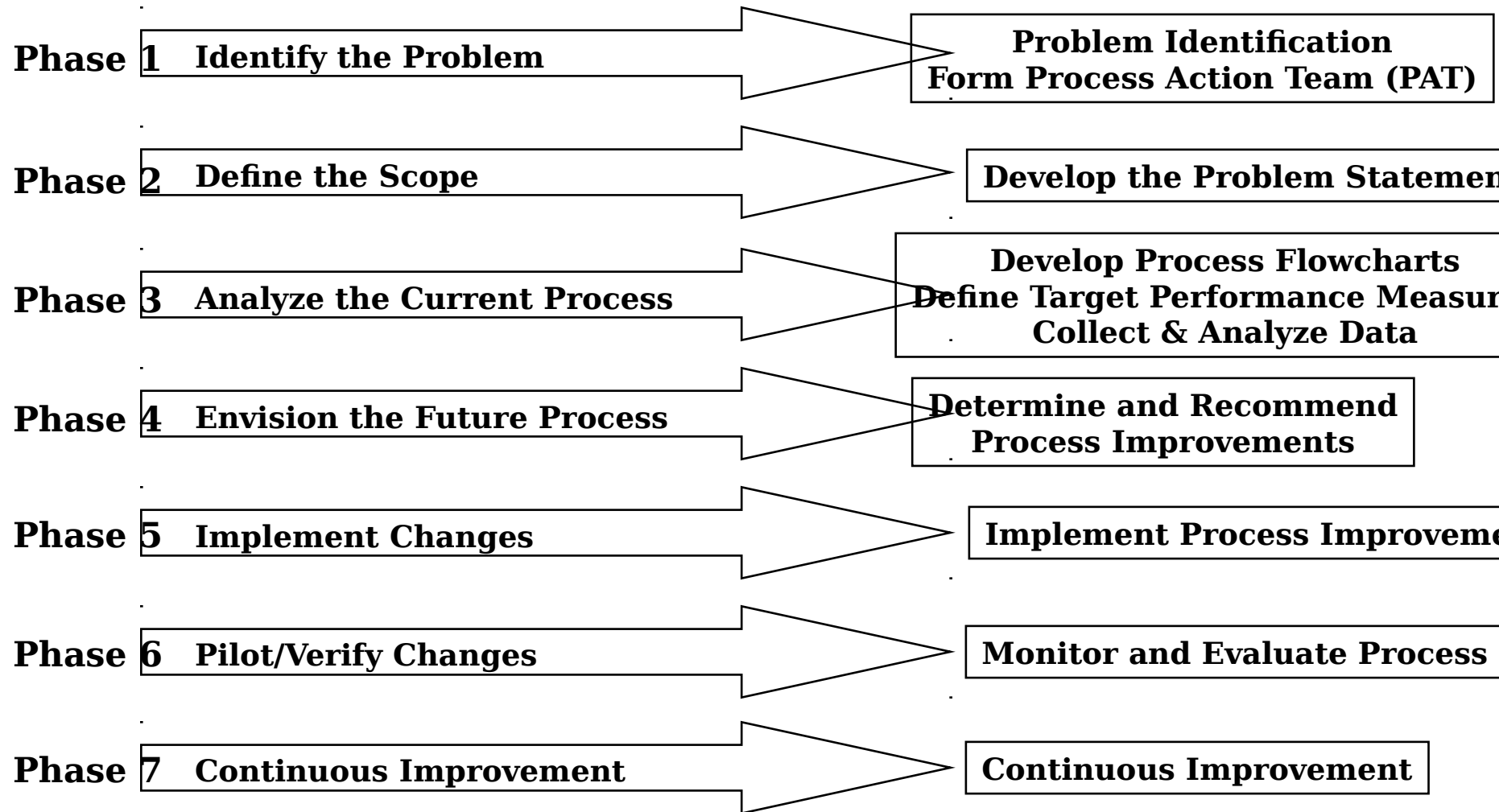
--SAMPLE--
Charter of a Process Action Team

1. AUTHORITY: Identify appropriate organizational

    leadership element.

2. OBJECTIVE & SCOPE: Definition of PAT's

    expected output and specific areas of improvement.

3. COMPOSITION: List team members.

4. DIRECTION & CONTROL: List appropriate

    guidelines for internal operation of the PAT.

TSP# 007-A

5. GENERAL: List analytical methods and

Role of the Team Leader

• Lead the team meeting according to an agenda.

• Schedule meetings.

• Coordinate PAT issues with the appropriate process owner and quality coordinator.

• Distribute work and review completed assignments.

• Monitor status and accomplishments and assure timely completion of team member assignments.

Process Improvement Project Phases

Phase 1   **Identify the Problem** → **Problem Identification**
Form Process Action Team (PAT)

Phase 2   **Define the Scope** → **Develop the Problem Statement**

Phase 3   **Analyze the Current Process** → **Develop Process Flowcharts**
Define Target Performance Measures
Collect & Analyze Data

Phase 4   **Envision the Future Process** → **Determine and Recommend Process Improvements**

Phase 5   **Implement Changes** → **Implement Process Improvements**

Phase 6   **Pilot/Verify Changes** → **Monitor and Evaluate Process**

Phase 7   **Continuous Improvement** → **Continuous Improvement**

Characteristics of Good Metrics

- Meaningful to the customer
- Simple, understandable, logical and repeatable
- Shows a trend
- Clearly defined
- Data that's economical to collect
- Timely
- Tells how organizational goals and objectives are being met through processes and tasks

Principles for Selecting Performance Measures

- Reevaluate existing measures
- Measure important business processes, not just results
- Measures should foster goal driven teamwork
- Measures should be an integrated set, balanced in their application
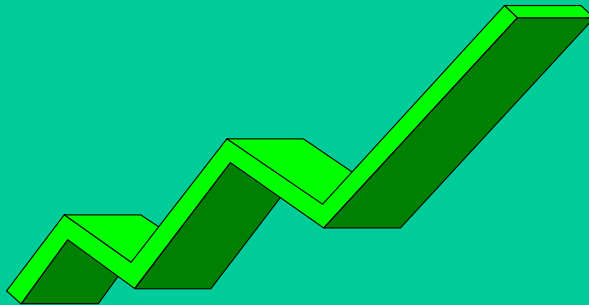- Measures should have an external focus whenever possible

Total Army Quality (TAQ)

Leadership Vision   Customer Focus

Continuous Improvement   Employee Empowerment

Leadership Vision

Leadership Vision

A statement of the desired <u>end state</u> of the organization <u>articula</u> <u>and deployed</u> by the executive leadership Organizational visions are inspiring; clear challenging, reasonable, and empowering Effective visions honor the past while the prepare for the future.

Customer Focus

Customer Focus
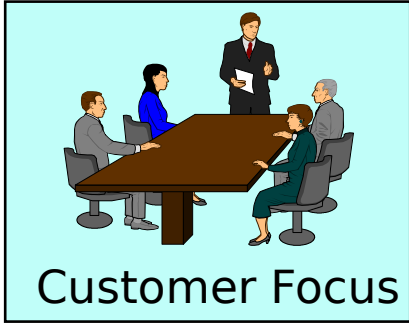
Who are our customers?
- **The next person in line in whatever process you're working in.**
- **Whoever receives the products or services we produce.**

Commanders in the field are the customers of the schoolhouses, also of the acquisition process. The combat arms commander is the customer of the combat support/combat service support provider. The maneuver commander is the customer of the Avn and others who provide support and service.

Understanding Customers

The Customer should be <u>first</u> in everything we do.
We must:

- **Understand their needs**
- **Meet their needs**
- **Solicit their feedback**
- **Set Customer Service Standards**
- **Measure customer satisfaction**

This includes both internal and external

customers.

Empowering the Workforce

Employee Empowerment

**Everyone's opinion is important!**

No one knows more about the proce
of an organization than the people w
work in those processes every day.

Drive fear out of the workplace. Let people know
they help improve processes their employment is
jeopardy.

Encourage the creative power of the workforce.

Empowerment does not mean abandonment. Mak
that everyone knows the goals and standards o
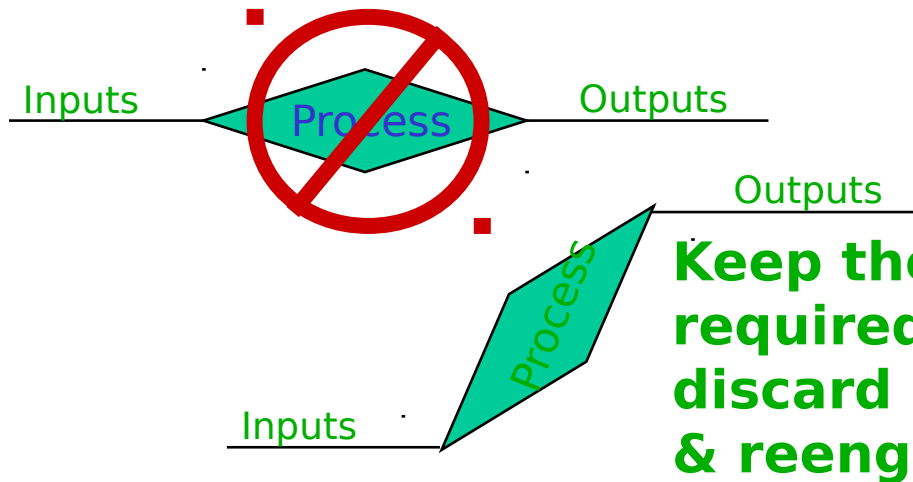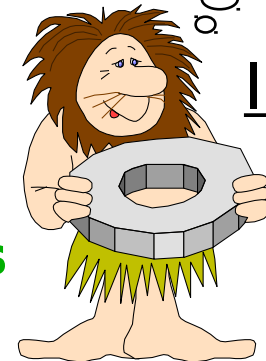**organization, so they can make decisions in th**
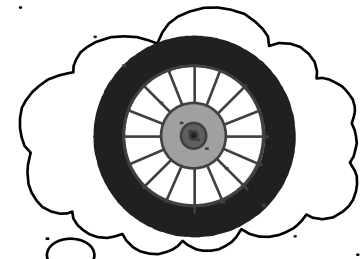
Continuous Improvement
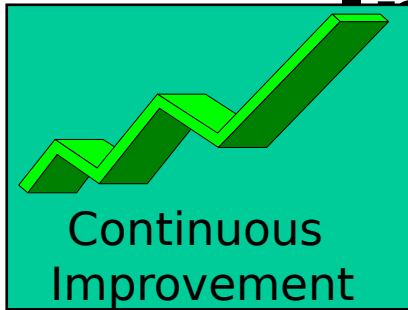
Continuous Process Improvement

Continuous Improvement

Incremental change over ti... averaging 30% per change cycle

Business Process Reengineering

Inputs   Process   Outputs

Outputs

Process

Inputs

Keep the inputs & required outputs, discard old process & reengineer new

Innovation

Principles for BPR

- ALWAYS START WITH THE CUSTOMER

- MOVE FAST

- TOLERATE RISK

- ACCEPT IMPERFECTION

- DON'T STOP TOO SOON

Cyclical TAQ Process

Periodically Assess Organizational Performance around Metrics

Identify Strengths and Weaknesses

Establish Metrics for Process Management

Refine Strategic Plan for Improvement

Identify Process Improvement Projects

Periodically Assess Organizational Performance around Metrics

Conduct Organizational Assessment

VISION

Implement Teams for Process Improvement

Identify Strengths and Weaknesses

Establish "VISION" for the Organization

TSP# 907-A-